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ABSTRACT

Research comparing males' and females' work attitudes has found inconsistent results. This study used a heterogeneous sample of 722 employees from 8 organizational groupings to investigate possible gender differences on 26 personological variables and 23 job reaction variables. Data analyses revealed relatively few significant differences, and they were of small magnitude. Some differences diminished or disappeared when the effects of gender-related differences in age, tenure, education, job characteristics, occupational category/level, and income were controlled. The findings suggest that men and women are highly similar in their reactions to the world of work and that the modest differences that may be observed largely reflect the spurious effects of differences in the jobs typically held by men and women. A few gender differences were not accounted for by the covariates, and evidence was noted for some covariates exerting "suppressor effects" on gender differences. A developmental path model of male and female job reactions also confirmed the appropriateness of the same causal model for both men and women. (NB)

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Gender Differences

Gender Differences in Job Attitudes
and Personological Variables

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ABSTRACT

A heterogenous sample of 722 employees (365 men and 357 women) from eight organizational groupings provided data that were used to investigate possible gender differences on 26 personological variables and 23 job reaction variables. Simple correlational analysis and MANOVAs revealed relatively few significant differences, and they were of small magnitude. As expected, moreover, some of those differences were diminished or "disappeared" upon using partial correlational analyses and MANCOVAs to control for the effects of gender-related differences in age, tenure, education, job characteristics, occupational category/level, and income. It was concluded from these data that men and women are highly similar in their reactions to the world of work and that the modest differences that may be observed largely reflect the spurious effects of differences in the jobs typically held by men and women. Significantly, however, a few gender differences were not accounted for by the covariates; and evidence was even noted for some covariates exerting "supressor effects" on gender differences. A developmental path model of male and female job reactions also confirmed the appropriateness of the same causal model for both men and women. In comparison with previous research, the current study includes a more heterogeneous sample--especially for females, and utilizes a greater number and variety of dependent measures and controlled covariates resulting in a more comprehensive view of potential gender differences in job attitudes than has been investigated in the past.

Gender Differences in Job Attitudes and Personological Variables

Workers' reactions to their jobs are important variables to study because they are linked to generalized happiness or unhappiness as well as to adverse outcomes such as job termination. The literature in the field of Industrial-Organizational psychology is replete with studies addressing this topic.

A major aspect of these issues which has only recently received attention, is the comparison of male and female work attitudes. Many of the early researchers concerned with this topic concluded that women are less satisfied with their jobs than men (Voydanoff, 1979), do not value intrinsic job aspects as compared to men (Herzberg, Mausner, Peterson, & Capwell, 1957; Schuler, 1975) and are thought to value pleasant coworkers, the environment, and the more generally affiliative aspects of their job (Centers & Bugental, 1966; Manhardt, 1972). These observed differences appear to confirm the implicit assumption that women's reactions are different from men's-- as a consequence of either some (unspecified) biological factors or due to differential socialization (Walker, et.al., 1982).

Recently, however, some authors (e.g. Agassi, 1979) have suggested that the differences between men and women's job attitudes are merely due to differences in their jobs. Therefore, the notion of controlling covariates of work attitudes has begun to be investigated.

These more recent studies taken together tend to support the

notion that the presumed differences between men and women in attitudes, values, and other reactions are spurious effects of other variables that covary with gender (Fry & Greenfield, 1980; Gould & Werbel, 1983; Graddick & Farr, 1983; Kaufman & Fетters, 1980; Sauser & York, 1978; Schuler, 1975; Walker, et. al., 1982).

In general, however, there are several limitations which characterize these studies. First, except for a few instances the samples used are small and limited to a single organization and/or occupation. Second, in each case, only a few variables are examined. The world of work encompasses many variables not investigated by these studies--e.g. work-related variables such as need gratification and job characteristics have not been investigated; nor have personological variables such as personality characteristics, need importance, life satisfaction and protestant work ethic values. Third, several of the studies fail to include many of the potentially relevant covariates of gender. Amazingly, for example, none account for differences in job content between men and women. In addition, only one existing study (Steltz & Kulpa, 1984) has used path analysis to investigate causal differences related to gender. They found that "the psychological structure of work alienation is qualitatively different for men than for women" (p.479). The sample was a homogenous group of 233 secondary school teachers.

The present investigation addresses the above limitations. It is our expectation that men and women do not "really" differ in their reactions to the world of work. Therefore, we hypothesize that when

several relevant covariates of gender are controlled, any observed gender differences in work attitudes will disappear. Similarly, we hypothesize that the same general process model which describes the relationships among the variables applies to males and females equally. We tested these hypotheses by employing a large heterogeneous sample, by conducting multivariate analyses of covariance using two sets of dependent measures, and by including several potentially relevant covariates. We also sought to confirm separately for men and women a structural equation path model of the development of work attitudes that had been originally developed for a combined male/female sample.

Method

Sample

A heterogeneous sample of 722 persons was obtained by combining the following subsamples: (1) 139 managers and staff from several locations of a metropolitan YMCA; (2) 87 administrators and professional (non-medical) staff from a municipal hospital; (3) 93 mostly black and hispanic undergraduate students from an inner-city location who were employed part-time; (4) 145 persons employed at one university location, including 82 full time faculty, 23 administrators and deans and 40 nonprofessional staff; (5) 70 administrators and professional (non-medical) staff from a second hospital; (6) 24 professional women from an association of women personnel executives; (7) 76 persons employed at three advertising agencies; (8) 98 managerial, professional and technical employees

from the engineering and research and development departments of a manufacturing company.

The sample is comprised of 357 women and 365 men and is described in Table 1. The male subsample had significantly more children, higher education, higher job level, longer tenure, higher income, and were more likely to have lived in an urban environment as a child than the women. The female subsample had higher parental earnings, greater financial responsibilities (a measure of earnings relative to the number of children), and were more likely to currently live in an urban environment than men. The size and heterogeneity of the female subsample appears to be greater than any previous study addressing this issue.

INSERT TABLE 1 ABOUT HERE

Measures

Two categories of dependent measures were used in the present study--i.e. individual difference (personological) variables and job reaction variables.

Individual Differences: The Self Description Inventory (SDI) (Ghiselli, 1966) was used to assess 13 personality attributes (see table 3 for a listing). Protestant Work Ethic values was measured with Blood's (1969) eight-item scale. Life satisfaction was measured with Smith's experimental 18-item check list (see Lefkowitz, et. al., 1984). Need importance rankings were obtained for ten job-relevant need dimensions, based on the dimensions included in Porter's (1961) 10-item scale as revised to include needs not originally included (see Table 5).

Job Reactions: Alienation-Involvement in work was measured using

Lefkowitz's 15-item homogeneous A-I Scale (Lefkowitz, et. al., 1984; Lefkowitz & Somers, Note 1). Job satisfaction was measured using the five facets of the Job Descriptive Index (Smith, et. al., 1964) (see Table 2). Job-derived need gratification was measured using a modified version of Porter's (1961) need satisfaction scale (see Table 2).

The potentially relevant covariates of gender that were measured and controlled are as follows.

Covariates:

-Education level was measured by an 8-point ordinal scale (from "some grade school" to "have a graduate degree").

-Annual earnings was measured by a 9-point interval scale (from "less than \$10,000" to "more than \$100,000").

-Age and job tenure were measured in years.

-Job level was measured by ordinally scaling nine categories of jobs according to an index of occupational status (Blau & Duncan, 1967).

-Job characteristics was defined as the perceived degree of intrinsically-rewarding attributes of one's job and was measured by the "motivating potential score" of the abbreviated Job Diagnostic Survey (Hackman & Oldham, 1974).

Statistical Analysis

Data were analyzed three ways. (1) Pearson correlations were calculated between gender and the personological (individual difference) and job reaction variables. Partial correlations were then calculated controlling for each of the covariates separately and

then in combination. (2) Multivariate analyses of variance and covariance were conducted in an analogous manner--i.e. MANOVAs using gender as the independent variable, and the sets of job reaction variables and personological variables as dependent measures, followed by the appropriate MANCOVAs. Finally, (3) a path model was tested to compare the development of work attitudes of men and women. Development of this model has been discussed previously and has accurately fit a combined sample of men and women comprised of six of the eight organizations noted in the description of the sample (Lefkowitz & Iorizzo, manuscript).

Results

Tables 2 and 3 present the means and standard deviations for all of the study variables, for men and women. Tables 4 through 7 represent results of correlational and multivariate analyses of job reaction and personological variables. Each of the two MANOVAs was statistically significant. However, as indicated in table 4 and 5 there are relatively few statistically significant differences (refer to the first column of findings in each chart). Only eight (F-Tests) or eleven (correlational analyses) of 23 job reaction variables yielded statistically significant differences between men and women. And these were of rather small magnitude (average $r=.11$). Moreover, as expected, controlling for one or another covariate results in the "disappearance" or further diminution of some of those observed differences.

INSERT TABLES 2 THROUGH 11 ABOUT HERE

The ten (F-tests) or nine (correlational analyses) significant differences on personological variables are also of small magnitude (average $r=.13$). Moreover, several disappear completely when each of the covariates is controlled. Significant differences on maturity and need for high financial reward remain (in favor of men and women respectively) as does that for pro-protestant work ethic values (in favor of men). Most interesting is the finding that several of these covariates appear to have a "suppressor effect" on the relationship between gender and personality (significant partial correlations emerge despite a non-significant zero-order correlation, or a larger partial is noted): at any given level of (educational and/or vocational) accomplishment the women describe themselves as more intelligent, assured, decisive, and needy of financial reward. Similarly, at any given level of income, the women score higher in life satisfaction.

Of the eleven significant correlations on the job reaction variables four disappear completely when each of the covariates is controlled. That is, the modest (but significant) differences between men and women on alienation-job involvement, satisfaction with coworkers, autonomy, and gratification of security needs, are due spuriously to differences in the jobs held by the men and women, and/or differences in their age and education. "Supressor effects"

are observed on the job reaction variables also.

Income level is the covariate which seems to have the greatest ("spurious") effect in producing apparant gender differences on all of the dependent measures. That is, when one controls statistically for the fact that men tend to have higher-paying jobs than women, there are virtually no differences between men and women in their attitudes toward their jobs. It should be emphasized that this effect (of income level) is independent of differences in occupational level and job characteristics.

One of the advantages of using path analysis is the ability to compare the adequacy of a specified developmental model for more than one group. Figure 1 represents the previously-confirmed path model tested in this study for men and for women separately regarding the development of worker job reactions.¹

INSERT FIGURE 1 ABOUT HERE

The specified model fits the data equally well for men and women, as illustrated by the non-significant chi-square ($X^2 = 49.85$, 37df, $p = .077$). The Goodness of Fit indices representing the relative amount of variance and covariance accounted for by the model are good (.966 for men and .980 for women). Therefore, we can conclude that the outcome job reactions specified here (i.e. life satisfaction, the two job satisfactions, and job alienation-involvement) result from the same variables and follow essentially the same developmental process

for both men and women.

Discussion

These findings are based on a large, heterogeneous sample of working men and women. Therefore, the generalizability of findings based on sample characteristics is good. The study contradicts traditional notions of attitude and value differences between men and women, and it largely confirms other recent research indicating that men and women have similar job attitudes when their job situations are equated. One potential implication of such findings is that attitudes toward women (of women as well as men) may change when it is realized that women approach the world of work and react to it in much the same way as do men. On the other hand, a few significant differences emerge which can not be accounted for by differences in occupation, income, age, education, etc. For example, men tend to describe their work as slightly more intrinsically interesting and satisfying than do women, and they also score higher on work ethic values, even when the situational and demographic covariates are controlled. (All-in-all, then, these findings provide scant support for ideologues on either extreme of the issue--radical feminists and male chauvinists.)

It is also true that research in this area is only just beginning--especially with respect to causal path-modeling of developmental processes for men and women. (These data represent the first such analysis in the reported literature.) It may be, for example, that social and familial variables are particularly relevant

to women but have not been considered in traditional I/O research. It is feasible that with these additional variables included more differences between men and women will be evident.

TABLE 1
Description of the Sample

	<u>Frequencies</u>	
	MEN	WOMEN
1. <u>Ethnic Group</u>		
White	264	196
Black	47	100
Hispanic	3	10
Other	10	9
2. <u>Marital Status</u>		
Single (never married)	61	109
Married	240	141
Divorced	28	51
Widowed	3	15
3. <u>Educational Level</u>		
Some Grade School	2	0
Grade School Graduate	0	0
Some High School	4	4
High School Graduate	9	23
Some College	82	108
College Graduate	60	49
Some Post-Graduate Training	57	37
Graduate Degree	118	95
4. <u>Occupational Category/Level</u>		
Operator/Laborer	16	25
Craftsman	3	0
Clerical-Secretarial	5	3
Supervisor/Foreman	57	35
Salesperson	77	61
("other")		
Technical/Semi-Professional	109	70
Administrator	3	2
Manager	24	100
Professional	44	21

TABLE 1 (continued)
Description of the Sample

	<u>Frequencies</u>	
	MEN	WOMEN
5. <u>Annual Earnings</u>		
< \$10,000	27	65
\$10,000-\$15,000	57	98
\$15,001-\$20,000	62	79
\$20,001-\$30,000	111	57
\$30,001-\$40,000	52	14
\$40,001-\$50,000	14	1
\$50,001-\$75,000	8	1
\$75,001-\$100,000	2	0
> \$100,000	0	1
6. <u>Urbanicity (current)</u>		
Farm/Rural	32	9
City < 15,000	24	7
16,000-50,000	81	19
51,000-200,000	16	14
201,000-500,000	6	8
501,000-1,000,000	8	6
> 1,000,000	164	252
7. <u>Urbanicity (early childhood)</u>		
Farm/Rural	48	55
City < 15,000	39	20
16,000-50,000	47	32
51,000-200,000	33	19
201,000-500,000	12	10
501,000-1,000,000	14	19
> 1,000,000	137	159
	<u>MEAN/STANDARD DEVIATION</u>	
	MEN	WOMEN
1. <u>Age</u>	40.9/12.3	36.3/11.4
2. <u># Children</u>	1.1/1.3	.7/1.1
3. <u>Organizational Tenure</u>	11.3/9.9	7.7/8.0
4. <u>Job Tenure</u>	5.5/5.9	4.5/4.6

TABLE 2
JOB REACTION VARIABLES
MEANS/STANDARD DEVIATIONS FOR MALES/FEMALES

	MALES	FEMALES
Alienation- Involvement	45.7/9.27	43.0/8.33
JOB SATISFACTIONS		
Work	38.2/9.38	35.1/11.0
Pay	28.0/12.7	22.3/12.2
Promotion	24.2/16.4	21.2/16.2
Supervision	39.3/30.6	27.4/12.2
Coworkers	39.4/12.0	38.5/12.9
JOB CHARACTERISTICS		
Task Significance	5.74/1.11	5.73/1.12
Autonomy	5.55/1.17	5.30/1.20
Feedback, Job	5.19/1.09	5.13/1.06
Feedback, Agent	4.43/1.47	4.66/1.42
Dealing with Others	5.88/1.19	5.92/1.09
Skill Variety	5.72/1.07	5.38/1.24
Task Identity	5.10/1.28	4.99/1.38
NEED GRATIFICATIONS		
Security	5.14/1.57	4.73/1.66
Power	4.86/1.49	4.58/1.61
Advancement	3.80/1.77	3.69/1.86
Supervision	4.99/1.51	4.76/1.67
Money	3.37/1.55	3.21/1.59
Interesting Work	5.37/1.44	4.95/1.69
Social	5.21/1.14	5.11/1.23
Esteem	4.95/1.19	4.77/1.29
Autonomy	4.98/1.31	4.65/1.36
Self Actualization	5.08/1.35	4.11/1.44

Note: The number before the/ represents the mean followed by the standard deviation.

TABLE 3
INDIVIDUAL DIFFERENCE VARIABLES

MEANS / STANDARD DEVIATIONS FOR MALES/ FEMALES		
	MALES	FEMALES

PERSONALITY		
ATTRIBUTES		
Supervisory		
Ability	28.89/10.4	28.8/5.99
Intelligence	39.97/8.50	40.7/7.70
Initiative	31.53/10.4	29.5/7.41
Assurance	25.67/7.89	25.8/4.82
Decisiveness	18.81/5.52	19.6/4.67
Masculinity-		
Femininity	14.42/4.85	13.5/2.68
Maturity	30.89/10.0	26.7/6.57
Working class		
Affinity	15.34/4.36	15.3/3.95
Need for Achievement	37.23/10.9	35.2/9.05
Need for Self		
Actualization	10.56/3.84	9.89/2.72
Need for Power	11.01/3.40	10.4/2.29
Need for Financial		
Reward	4.70/2.01	5.30/1.85
Security	11.2/5.01	11.2/3.79

Life Satisfaction	41.9/10.2	41.8/10.2

PROTESTANT		
WORK ETHIC		
Pro-	14.05/2.56	13.0/2.72
Non-	10.68/2.57	10.6/2.57

NEED		
IMPORTANCE		
Supervision	4.89/2.51	5.26/2.52
Authority	6.58/2.54	6.10/2.75
Advancement	5.63/2.34	6.05/2.33
Friends	2.70/2.11	2.71/2.11
Interesting Work	7.38/2.08	7.27/2.01
Income	5.02/2.65	5.13/2.70
Influence others	3.10/2.04	3.12/2.18
Respected	5.99/2.49	5.68/2.31
Security	5.62/2.66	5.49/2.56
Accomplish Goals	8.05/2.38	8.15/2.47

Note: The number before the / represents the mean followed by the standard deviation.

TABLE 4
VARIANCE ANALYSIS FOR GENDER:
JOB REACTIONS

	F-VALUES						
	FOLLOWING SIGNIFICANT MANOVA	JOB CHAR.	INCOME	OCCUP. LEVEL	AGE & TENURE	EDUC	ALL
Alienation- Involvement	10.52**	7.84*	1.99	6.00*	5.19*	7.46*	3.02
JOB SATISFACTIONS							
Work	10.95*	8.50*	2.35	5.09*	6.64*	7.85*	3.68
Pay	23.38**	20.75**	1.48	15.85**	14.30**	19.9**	.69
Promotion	3.75	2.92	4.07*	2.93	6.90*	4.10*	6.26*
Supervision	3.09	1.47	3.16	2.42	2.00	3.00	3.73
Coworkers	.57	.12	1.30	.89	.19	.62	2.13
JOB CHARACTERISTICS							
Task Signif.	.00		5.92*	.70	.24	.36	
Autonomy	4.92*		1.05	.57	2.75	1.48	
Feedback, job	.43		.06	.00	.05	.13	
Feedback, agt.	2.72		.29	1.86	2.60	1.63	
Deal/others	.12		3.58*	1.64	.66	.41	
Skill var.	9.76*		.12	2.63	7.55*	4.15*	
Task identity	.75		.01	.32	.29	.42	
NEED GRATIFICATION							
Security	7.21*	5.16*	1.06	4.86*	2.10	5.73*	.79
Power	3.78*	1.42	.47	.59	.89	1.42	.20
Advancement	.41	.02	.72	.34	.47	.58	.75
Supervision	2.43	.64	3.50	1.64	2.15	2.14	4.63*
Money	1.16	.44	.01	2.20	2.00	1.87	.16
Interest wk.	8.07*	4.49*	.76	3.68*	5.76*	4.91*	3.42
Social	.78	.02	.00	.04	.08	.39	.10
Esteem	2.19	.35	.69	.54	.42	.94	.11
Autonomy	7.19*	4.18*	.04	2.91	4.36*	3.73	1.93
Actualization	2.23	.19	.06	.59	.73	.97	1.18

Note: Significant differences are starred: *p < .05, ** p<.001

TABLE 5
VARIANCE ANALYSIS FOR GENDER:
INDIVIDUAL DIFFERENCE VARIABLES

FOLLOWING SIGNIFICANT MANOVA	F- VALUES M A N C O V A S					
	JOB CHAR.	INCOME	OCCUP. LEVEL	AGE & TENURE	EDUC	ALL
PERSONALITY						
ATTRIBUTES						
supervisory						
ability	.00	.04	.28	.38	.00	.15
intelligence	1.13	2.67	5.63*	4.55*	1.72	4.05*
initiative	6.21*	5.04*	3.74	4.80*	5.89*	5.61*
assurance	.12	.37	1.40	.71	.12	.66
decisiveness	3.52	4.53*	2.90	3.01	2.47	3.57
masculinity-						
femininity	5.74*	5.87*	9.15*	6.40*	7.58*	7.49*
maturity	29.16**	29.43**	22.32**	26.46**	21.89**	29.94**
working class						
affinity	.05	.03	.27	.58	.01	.30
Nach	4.95*	3.52	.41	1.34	3.70	2.66
need self						
actualization	5.12*	4.00*	2.43*	3.90*	4.255*	3.94*
Npow	3.82*	3.89*	3.18	2.78	4.81*	3.38
need finan.						
reward	11.90**	11.09**	8.79*	11.38**	10.70**	13.76**
need secur.	.00	.10	1.32	.28	.01	.15
Life Satisfac.	.01	.03	.82	.47	.01	.01
PROTESTANT						
WORK ETHIC						
Pro	18.97**	17.07**	13.83**	19.79**	16.02**	20.77**
Non	.00	.06	2.01	.88	.75	.51
NEED						
IMPORTANCE						
supervision	2.68	2.44	.12	1.20	2.55	1.18
authority	4.24*	3.65	.00	.92	2.95	1.64
advancement	3.99*	3.17	.15	.42	1.13	1.58
friendship	.00	.00	.63	.00	.03	.02
interesting wk.	.34	.30	.00	.02	.33	.00
income	.20	.10	.13	.00	.00	.06
influence other	.01	.06	2.19	.34	.05	.21
respected	2.07	2.25	.64	.79	1.08	1.10
security	.32	.42	5.60*	2.95	.05	2.01
accomplish goal	.21	.60	2.93	2.20	.93	1.22

Note: Significant differences are starred: * p < .05, ** p < .001

TABLE 6
CORRELATION OF GENDER WITH
JOB REACTIONS

PARTIAL CORRELATIONS							
C O V A R I A T E							
	ZERO- ORDER r	JOB CHAR. ^a	INCOME	OCCUP. LEVEL	AGE & TENURE	EDUC	ALL
Alienation- Involvement	.11*	.05	-.02	.03	.04	.04	.00
JOB SATISFACTIONS							
Work	.16*	.09*	.06	.10*	.10	.10	.10*
Pay	.17*	.17*	.01	.14*	.15*	.17*	-.02
Promotion	.08*	.05	.09*	.05	.11*	.08	.10*
Supervision	.05	.01	.04	.02	.04	.04	.06
Coworkers	.06*	-.02	.00	.01	.00	.00	.03
JOB CHARACTERISTICS							
Task Signif.	.00		-.12*	-.03	-.04	-.03	-.12*
Autonomy	.10*		-.02	-.05	.09*	.07	.03
Feedback, job	.00		-.01	.00	.01	.00	.04
Feedback, agent-	.09*		-.07	-.12*	-.12*	-.11*	-.06
Dealing/others	-.02		-.12*	-.06	-.05	-.06	-.13*
Skill variety	.14*		.00	.03	.10*	.07	-.03
Task identity	.04		.00	.04	.06	.06	.04
NEED GRATIFICATION							
Security	.10*	.03	-.01	.04	.02	.05	.00
Power	.03	.07	-.05	.04	.06	.06	-.02
Advancement	.03	.00	.03	.06	.06	.04	.06
Supervision	.04	-.02	.03	.00	.02	.02	.05
Money	.04	.07	.01	.10*	.10*	.10*	.02
Interesting wk.	.10*	.11*	.05	.10*	.12*	.11*	.10*
Social	.00	-.01	-.04	-.01	.00	.00	-.02
Esteem	.03	.00	-.07	.01	.02	.02	-.05
Autonomy	.08*	.10*	.01	.07	.12*	.09	.06
Actualization	.05	-.02	.00	.03	.04	.04	.06

Note: Significant correlations are starred. Positive correlation indicates differences in favor of males; negative correlation indicates women score higher.

* $p < .05$

^a "Job characteristics" covariate was assessed by the composite "Motivating Potential Score" of the Job Diagnostic Survey.

TABLE 7
CORRELATION OF GENDER WITH
INDIVIDUAL DIFFERENCE VARIABLES

	PARTIAL CORRELATION						
	C O V A R I A T E						
	ZERO- ORDER r	JOB CHAR.*	INCOME	OCCUP. LEVEL	AGE & TENURE	EDUC	ALL
PERSONALITY							
ATTRIBUTES							
supervisory							
ability	.02	-.05	-.09	-.06	-.03	-.07	-.07
intelligence	-.03	-.11*	-.18*	-.15*	-.11*	-.15*	-.17*
initiative	.11*	.04	-.01	.04	.04	.04	.00
assurance	-.01	-.08	-.14**	-.09*	-.08	-.11*	-.12*
decisiveness	-.04	-.18**	-.19**	-.16**	-.16**	-.17**	-.17**
masculinity-							
femininity	.10*	.07	.10*	.07	.08	.07	.09*
maturity	.23**	.22**	.15*	.21**	.18*	.22**	.15*
working class							
affinity	.04	-.06	-.05	.04	-.07	-.04	-.06
Nach	.13*	.05	.06	.09*	.04	.03	-.05
need self							
actualization	.12*	.04	-.03	.02	.02	.02	-.03
Npow	.09*	.04	.00	.02	.04	.03	-.01
need high finan.							
reward	-.13*	-.17**	-.14*	-.18**	-.17*	-.19*	-.14*
need security	-.01	-.01	.07	.01	-.03	.01	.07
Life Satisfac.	.04	-.03	-.10*	-.04	-.04	-.03	-.09*
PROTESTANT							
WORK ETHIC							
Pro	.17**	.15**	.15**	.19**	.16**	.17**	.13**
Non	-.02	-.01	.03	.02	.04	.00	.05
NEED							
IMPORTANCE							
supervision	-.07*	-.05	.00	-.03	-.04	-.03	.00
authority	.04	.10*	.00	.05	.09*	.07	.00
advancement	-.06	-.10*	-.01	-.06	-.07	-.08	-.02
friendship	.00	-.08	-.01	-.08	-.06	-.06	-.02
interesting wk.	.00	.00	.00	-.01	.02	-.01	.00
income	-.02	.02	.00	.02	.03	.03	-.01
influence other	-.03	.01	-.07	.00	.00	-.01	-.08
respected	.01	.11*	.06	.09*	.08	.09*	.07
security	.00	-.01	.07	.01	-.04	.02	.08
accomplish goal	.01	-.01	-.05	-.01	-.01	-.02	-.04

Note: Significant correlations are starred. Positive correlation indicates difference in favor of males; negative correlation indicates women score higher.

* $p < .05$

** $p < .001$

TABLE 9
VARIANCE ANALYSIS FOR GENDER:
INDIVIDUAL DIFFERENCE VARIABLES

FOLLOWING SIGNIFICANT MANOVA	F- VALUES					
	M A N C O V A S					
	JOB CHAR.	INCOME	OCCUP. LEVEL	AGE & TENURE	EDUC	ALL
PERSONALITY						
ATTRIBUTES						
supervisory						
ability						
intelligence		5.63*	4.55*		4.05*	6.66*
initiative	6.21*	5.04*		4.80*	5.89*	5.61*
assurance						
decisiveness		4.53*				
masculinity-						
femininity	5.74*	5.87*	9.15*	6.40*	7.58*	7.49*
maturity	29.16**	29.43**	22.32**	26.46**	21.89**	29.94**
working class						
affinity						
Nach	4.95*					
need self						
actualization	5.12*	4.00*	2.43*	3.90*	4.255*	3.94*
Npow	3.82*	3.89*			4.81*	
need finan.						
reward	11.90**	11.09**	8.79*	11.38**	10.70**	13.76**
need secur.						9.33*
Life Satisfac.						
PROTESTANT						
WORK ETHIC						
Pro	18.97**	17.07**	13.83**	19.79**	16.02**	20.77**
Non						12.71**
NEED						
IMPORTANCE						
supervision						
authority	4.24*					
advancement	3.99*					
friendship						
interesting wk.						
income						
influence other						
respected						
security			5.60*			4.86*
accomplish goal						

Note: Non- significant differences are omitted. * p < .05, ** p < .001

TABLE 8
VARIANCE ANALYSIS FOR GENDER:
JOB REACTIONS

		F- VALUES					
		M A N C O V A S					
	FOLLOWING SIGNIFICANT MANOVA	JOB CHAR.	INCOME	OCCUP. LEVEL	AGE & TENURE	EDUC	ALL
Alienation- Involvement	10.52**	7.84*		6.00*	5.19*	7.46*	
JOB SATISFACTIONS							
Work	10.95*	8.50*		5.09*	6.64*	7.85*	
Pay	23.38**	20.75**		15.85**	14.30**	19.9**	
Promotion			4.07*		6.90*	4.10*	6.26*
Supervision							
Coworkers							
JOB CHARACTERISTICS							
Task Signif.			5.92*				
Autonomy	4.92*						
Feedback, job							
Feedback, agt.							
Deal/others			3.58*				
Skill var.	9.76*				7.55*	4.15*	
Task identity							
NEED GRATIFICATION							
Security	7.21*	5.16*		4.86*		5.73*	
Power	3.78*						
Advancement							
Supervision							4.63*
Money							
Interest wk.	8.07*	4.49*		3.68*	5.76*	4.91*	
Social							
Esteem							
Autonomy	7.19*	4.18*			4.36*		
Actualization							

Note: Non-significant differences are omitted, *p < .05, ** p<.001

TABLE 10
CORRELATION OF GENDER WITH
JOB REACTIONS

	ZERO- ORDER r	PARTIAL CORRELATIONS C O V A R I A T E					
		JOB CHAR.*	INCOME	OCCUP. LEVEL	AGE & TENURE	EDUC	ALL
Alienation- Involvement	.11*						
JOB SATISFACTIONS							
Work	.16*	.09*		.10*			.10*
Pay	.17*	.17*		.14*	.15*	.17*	
Promotion	.08*		.09*		.11*		.10*
Supervision							
Coworkers	.06*						
JOB CHARACTERISTICS							
Task Signif.			-.12*				
Autonomy	.10*				.09*		
Feedback, job							
Feedback, agent-	.09*			-.12*	-.12*	-.11*	
Dealing/others			-.12*				
Skill variety	.14*				.10*		
Task identity							
NEED GRATIFICATION							
Security	.10*						
Power							
Advancement							
Supervision							
Money				.10*	.10*	.10*	
Interesting wk.	.10*	.11*		.10*	.12*	.11*	.10*
Social							
Esteem							
Autonomy	.08*	.10*			.12*		
Actualization							

Note: Non-significant correlations are omitted. Positive correlation indicates differences in favor of males; negative correlation indicates women score higher.

* $p < .05$

* "Job characteristics" covariate was assessed by the composite "Motivating Potential Score" of the Job Diagnostic Survey.

TABLE 11
CORRELATION OF GENDER WITH
INDIVIDUAL DIFFERENCE VARIABLES

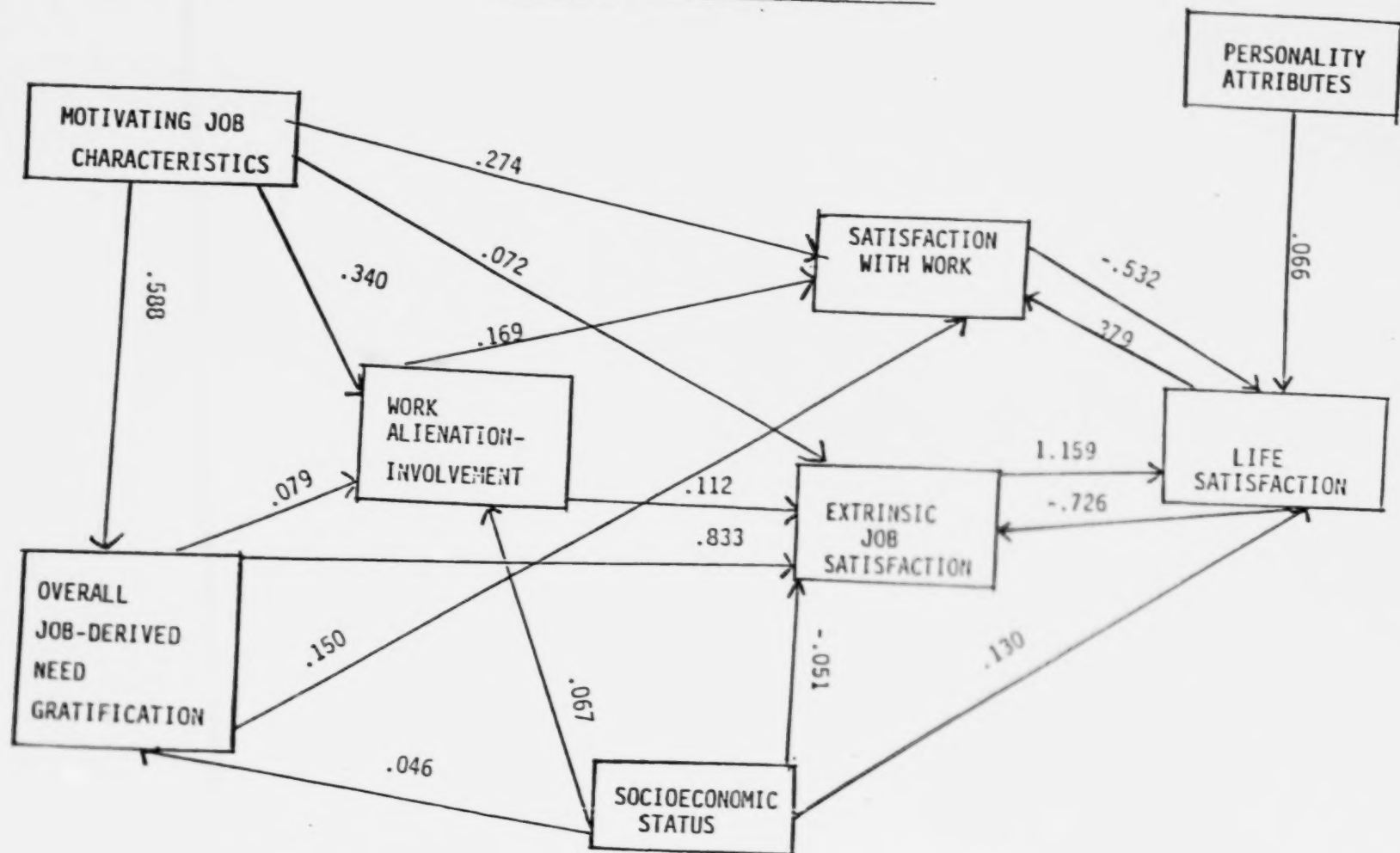
	PARTIAL CORRELATION C O V A R I A T E						
	ZERO- ORDER r	JOB CHAR.*	INCOME	OCCUP. LEVEL	AGE & TENURE	EDUC	ALL
PERSONALITY ATTRIBUTES							
supervisory ability							
intelligence		-.11*	-.18*	-.15*	-.11*	-.15*	-.17*
initiative	.11*						
assurance			-.14**	-.09*		-.11*	-.12*
decisiveness		-.18**	-.19**	-.16**	-.16**	-.17**	-.17**
masculinity-							
femininity	.10*		.10*				.09*
maturity	.23**	.22**	.15*	.21**	.18*	.22**	.15*
working class affinity							
Nach	.13*			.09*			
need self actualization	.12*						
Npow	.09*						
need high finan. reward	-.13*	-.17**	-.14*	-.18**	-.17*	-.19*	-.14*
need security							
Life Satisfac.			-.10*				-.09*
PROTESTANT WORK ETHIC							
Pro	.17**	.15**	.15**	.19**	.16**	.17**	.13**
Non							
NEED IMPORTANCE							
supervision	-.07*						
authority		.10*			.09*		
advancement		-.10*					
friendship							
interesting wk. income							
influence other respected		.11*		.09*		.09*	
security							
accomplish goal							

Note: Non-significant correlations are omitted. Positive correlation indicates difference in favor of males; negative correlation indicates women score higher.

* $p < .05$

** $p < .001$

FIGURE 1
A PATH MODEL OF WORKER JOB REACTIONS



$\chi^2 = 49.85, 37df \quad p = .077$

GFI (women) = .980, GFI (men) = .966

Reference Note

1. Lefkowitz, J., & Somers, M.J. (1980). Work alienation-involvement:
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FOOTNOTE

¹ Data analysis was accomplished via LISREL VI using covariance input matrices for the two groups (Joreskog & Sorbom, 1985). The standardized path parameter estimates presented in figure 1 "are neither averages across the groups nor based on separate calculations for each group. Rather the estimation procedure simultaneously calculates values for the elements of the matrices... that will make the estimated E^2 as nearly identical to their respective observed S 's as they can possibly be" (Blalock, 1985, p. 310).

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